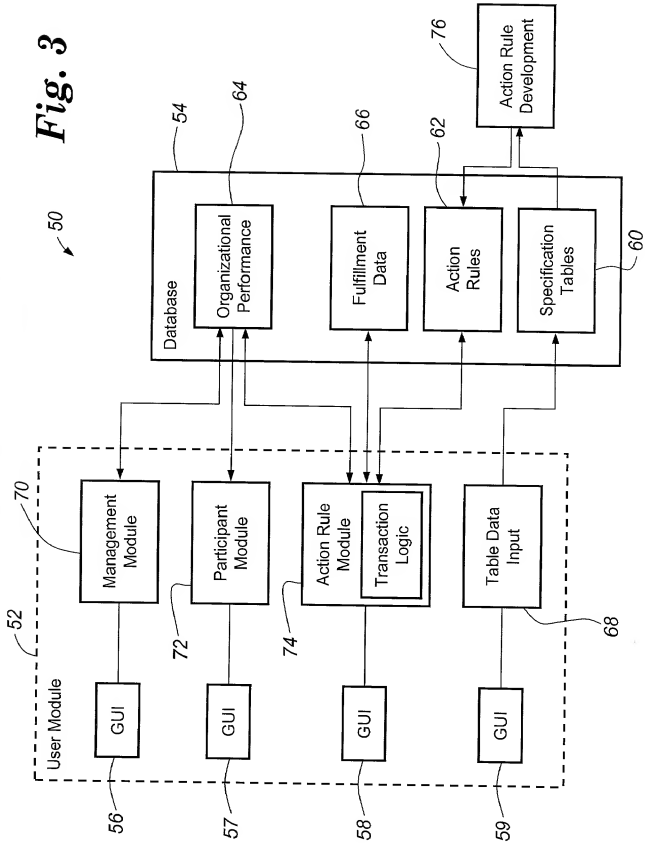


Fig. 2



Specification Tables



Fig. 4

Specification Tables for a Typical Enterprise

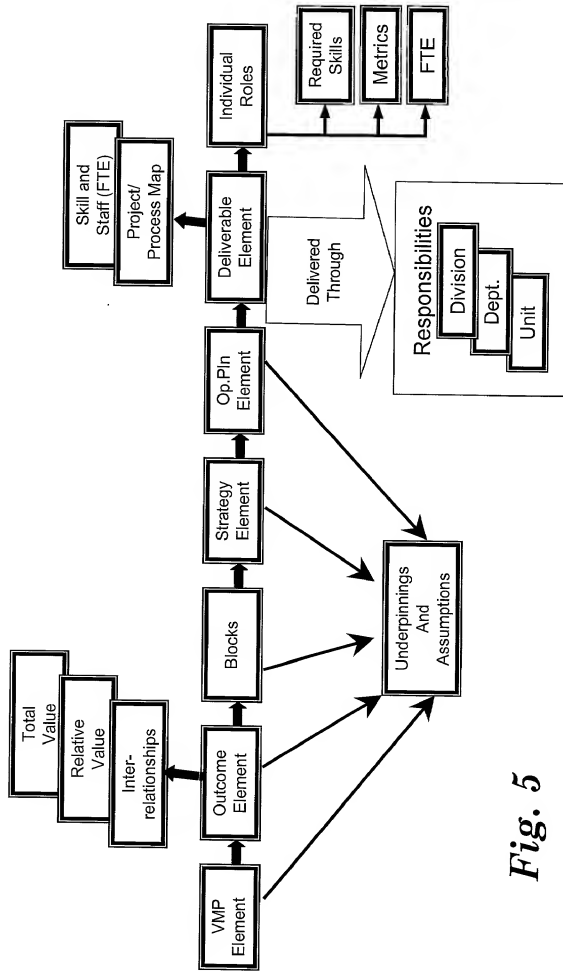


Fig. 5

Organizational Goals				
V 1	V 2	V 3	V n	Total
30 pts	20 pts	15 pts	35 pts	100 pts

Fig. 6

Fig. 7**Step 1: Inter-relationships**

Organizational Goals						
O U T C O M E E L E M E N T	V 1 30 pts	V 2 20 pts	V 3 15 pts	V n 35 pts	Total 100 pts	
O 1	X		X			
O 2		X		X		
O 3	X	X		X		
O 4		X	X			
O n	X		X	X		

OUTCOMES

Step 2: Relative Value

Fig. 8

Organizational Goals					
O U T C O M E E L E M E N T	V 1 30 pts	V 2 20 pts	V 3 15 pts	V n 35 pts	
	O 1	3	3		
	O 2		2	1	
	O 3	2	2	2	
	O 4		3		
	O n	1		3	
	TOTAL	6	7	7	6
Share Value	5	2.9	2.1	5.8	

OUTCOMES

Step 3: Total Value

Fig. 9

Organizational Goals					
	V 1 30 pts	V 2 20 pts	V 3 15 pts	V n 35 pts	Total 100 pts
O 1	15		6.3	5.8	27.1
O 2		5.8			5.8
O 3	10	5.8		11.8	27.6
O 4		8.4	6.3		14.7
O n	5		2.4	17.4	24.8
TOTAL	30	20	15	35	100

O U T C O M E E L E M E N T

OUTCOMES

Step 1: Inter-relationships

Fig. 10

Organizational Goals					
	V 1 30 pts	V 2 20 pts	V 3 15 pts	V n 35 pts	Total 100 pts
U 1			X		
U 2		X		X	
U 3	X	X			
U 4			X		
U n	X			X	

U N D E R P I N N I N G S

Underpinnings
and Assumptions

Step 2: Relative Value *Fig. 11*

Organizational Goals						
	V 1 30 pts	V 2 20 pts	V 3 15 pts	V n 35 pts	Total 100 pts	
U 1			3			
U 2		2		2		
U 3	1	3				
U 4			3			
U n	3			1		
Share Value	7.5	4	2.5	11.7		

U N D E R P I N N I N G S

Underpinnings
and Assumptions

Fig. 12

Step 3: Total Value

Organizational Goals						
	V 1 30 pts	V 2 20 pts	V 3 15 pts	V n 35 pts	Total 100 pts	
U 1			7.5		7.5	
U 2		8.0		23.3	31.3	
U 3	7.5	12.0			19.5	
U 4			7.5		7.5	
U n	22.5			11.7	34.2	
Total	30	20	15	35	100	

U N D E R P I N N I N G S

Underpinnings
and Assumptions

Step 1: Inter-relationships

Fig. 13

OUTCOME ELEMENT						
BLOCKING ELEMENT	O 1 27.1 pts	O 2 5.8 pts	O 3 27.6 pts	O 4 14.7 pts	O n 24.8 pts	TOTAL 100 pts
B 1		X			X	
B 2	X			X		
B 3			X			
B 4			X		X	
B n	X	X				

BLOCKS

Step 2: Relative Value

Fig. 14

OUTCOME ELEMENT						
	O 1 27.1 pts	O 2 5.8 pts	O 3 27.6 pts	O 4 14.7 pts	O n 24.8 pts	TOTAL 100 pts
B 1		2			1	
B 2	3			3		
B 3			3			
B 4			3			
B n	1	2			3	
Share Value	6.8	1.5	4.6	4.9	6.2	

BLOCKS

Step 3: Total Value

Fig. 15

OUTCOME ELEMENT						
	O 1 27.1 pts	O 2 5.8 pts	O 3 27.6 pts	O 4 14.7 pts	O n 24.8 pts	TOTAL 100 pts
B 1		2.9			6.2	9.1
B 2	20.3			14.7		35.0
B 3			13.8			13.8
B 4			13.8			13.8
B n	6.8	2.9			18.6	28.3
TOTAL	27.1	5.8	27.6	14.7	24.8	100
BLOCKS						

B L O C K I N G E L E M E N T

Step 1: Inter-relationships

Fig. 16

BLOCKING ELEMENT						
	B 1 9.1 pts	B 2 35.0 pts	B 3 13.8 pts	B 4 13.8 pts	B n 28.3 pts	TOTAL 100 pts
S 1		X			X	
S 2	X			X		
S 3			X			
S 4			X		X	
S n	X	X				

STRATEGY

Step 2: Relative Value

Fig. 17

BLOCKING ELEMENT						
	B1 9.1 pts	B2 35.0 pts	B3 13.8 pts	B4 13.8 pts	Bn 28.3 pts	TOTAL 100 pts
S1		2			1	
S2	3			3		
S3			3			
S4			1		3	
Sn	1	2				
Share Value	2.3	8.8	3.5	4.6	7.1	
STRATEGY						

S T R A T E G Y E L E M E N T

Step 3: Total Value

Fig. 18

BLOCKING ELEMENT						
	B 1 9.1 pts	B 2 35.0 pts	B 3 13.8 pts	B 4 13.8 pts	B n 28.3 pts	TOTAL 100 pts
S 1		17.5			7.1	24.6
S 2	6.8			13.8		20.6
S 3			10.3			10.3
S 4			3.5		21.2	24.7
S n	2.3	17.5				19.8
TOTAL	9.1	35.0	13.8	13.8	28.3	100

STRATEGY

Step 1: Inter-relationships

Fig. 19

STRATEGY ELEMENT						
	S 1 24.6 pts	S 2 20.6 pts	S 3 10.3 pts	S 4 24.7 pts	S n 19.8 pts	TOTAL 100 pts
Op 1		X		X		
Op 2	X		X			
Op 3	X	X		X		
Op 4	X		X			
Op n		X			X	

OPERATING PLAN

Fig. 20

Step 2: Relative Value

STRATEGY ELEMENT						
	S 1 24.6 pts	S 2 20.6 pts	S 3 10.3 pts	S 4 24.7 pts	S n 19.8 pts	TOTAL 100 pts
Op 1		1		1		
Op 2	1		2			
Op 3	1	2		3		
Op 4	3		2			
Op n		1			3	
Share Value	4.9	5.1	2.6	6.2	6.6	

O P R P L A N E L E M E N T

OPERATING PLAN

Step 3: Total Value

Fig. 21

STRATEGY ELEMENT						
	S 1 24.6 pts	S 2 20.6 pts	S 3 10.3 pts	S 4 24.7 pts	S n 19.8 pts	TOTAL 100 pts
Op 1		5.1		6.2		11.3 pts
Op 2	4.9		5.2			10.1 pts
Op 3	4.9	10.4		18.5		33.8 pts
Op 4	14.8		5.1			19.9 pts
Op n		5.1			19.8	24.9 pts
TOTAL	24.6	20.6	10.3	24.7	19.8	100

OPERATING PLAN

Step 1: Inter-relationships

Fig. 22

OPERATING PLAN ELEMENT						
	Op 1 11.3 pts	Op 2 10.1 pts	Op 3 33.8 pts	Op 4 19.9 pts	Op n 24.9 pts	TOTAL 100 pts
Div 1		X	X		X	
Div 2	X			X	X	
Div 3		X		X		
Div 4	X		X			
Div n	X			X	X	

DELIVERABLE

Step 2: Relative Value

Fig. 23

OPERATING PLAN ELEMENT						
	Op 1 11.3 pts	Op 2 10.1 pts	Op 3 33.8 pts	Op 4 19.9 pts	Op n 24.9 pts	TOTAL 100 pts
Div 1		2	1		2	
Div 2	2			1	1	
Div 3		3		1		
Div 4	1		3			
Div n	1			2	2	
Share Value	2.8	2.0	8.5	5.0	5.0	

DELIVERABLE

Step 3: Total Value

Fig. 24

OPERATING PLAN ELEMENT						
	Op 1 11.3 pts	Op 2 10.1 pts	Op 3 33.8 pts	Op 4 19.9 pts	Op n 24.9 pts	TOTAL 100 pts
Div 1		4	8.5		10	22.5 pts
Div 2	5.7			5	4.9	15.6 pts
Div 3		6.1		5		11.1 pts
Div 4	2.8		25.3			28.1 pts
Div n	2.8			9.9	10	22.7 pts
TOTAL	11.3	10.1	33.8	19.9	24.9	100

DELIVERABLE ELEMENT

DELIVERABLE

Step 1: Inter-relationships

Fig. 25

DELIVERABLE ELEMENT						
	Div 1 22.5 pts	Div 2 15.6 pts	Div 3 11.1 pts	Div 4 28.1 pts	Div n 22.7 pts	TOTAL 100 pts
Div 1	X		X	X		
Div 2		X	X		X	
Div 3	X		X			
Div 4	X		X	X		
Div n		X	X		X	
TOTAL	100%	100%	100%	100%	100%	

D I V I S I O N R E S P

DIVISION RESPONSIBILITY

Step 2: Relative Value

Fig. 26

DELIVERABLE ELEMENT						
	Div 1 22.5 pts	Div 2 15.6 pts	Div 3 11.1 pts	Div 4 28.1 pts	Div n 22.7 pts	TOTAL 100 pts
Div 1	3		1	1		
Div 2		2	1		3	
Div 3	1		1			
Div 4	1		1	3		
Div n		3	1		1	
Share Value	4.5	3.1	2.2	7.0	5.7	

D I V I S I O N R E S P

DIVISION RESPONSIBILITY

Fig. 27**Step 3: Total Value**

DELIVERABLE ELEMENT						
	Div 1 22.5 pts	Div 2 15.6 pts	Div 3 11.1 pts	Div 4 28.1 pts	Div n 22.7 pts	TOTAL 100 pts
Div 1	13.5		2.2	7.0		22.7
Div 2		6.2	2.2		17.0	25.4
Div 3	4.5		2.2			6.7
Div 4	4.5		2.2	21.1		27.8
Div n		9.4	2.3		5.7	17.4
Share Value	22.5	15.6	11.1	28.1	22.7	100

D I V I S I O N R E S P

DIVISION RESPONSIBILITY

Step 1: Inter-relationships

Fig. 28

DIVISION 4 RESPONSIBILITY				
	Dlv 1 4.5 pts	Dlv 3 2.2 pts	Dlv 4 21.1 pts	TOTAL 27.8 pts
Dpt 1	X	X	X	
Dpt 2		X	X	
Dpt 3		X	X	
Dpt 4		X	X	
Dpt n	X	X	X	

DEPT RESPONSIBILITY

DEPARTMENT RESPONSIBILITY

Step 2: Relative Value

Fig. 29

DIVISION 4 RESPONSIBILITY				
	Div 1 4.5 pts	Div 3 2.2 pts	Div 4 21.1 pts	TOTAL 27.8 pts
Dpt 1	3	2	2	
Dpt 2		2	2	
Dpt 3		2	2	
Dpt 4		2	1	
Dpt n	2	2	2	
Share Value	.9	.2	2.3	

D E P T R E S P O N S I B I L I T Y

DEPARTMENT RESPONSIBILITY

Step 3: Total Value

Fig. 30

DIVISION 4 RESPONSIBILITY					
	Dlv 1 4.5 pts	Dlv 3 2.2 pts	Dlv 4 21.1 pts	TOTAL 27.8 pts	
Dpt 1	2.7	.6	4.6	7.9	
Dpt 2		.4	4.6	5.0	
Dpt 3		.4	4.6	5.0	
Dpt 4		.4	2.7	3.1	
Dpt n	1.8	.4	4.6	6.8	
Total	4.5	2.2	21.1	27.8	

D E P T R E S P O N S - B I L I T Y

DEPARTMENT RESPONSIBILITY

Step 1: Inter-relationships

Fig. 31

DIVISION 4, DEPARTMENT 1 RESPONSIBILITY					
	Div 1 2.7 pts	Div 3 .6 pts	Div 4 4.6 pts	Total 7.9 pts	
Unit 1	X	X			
Unit 2		X	X		
Unit 3	X	X	X		
Unit 4		X	X		
Unit n	X	X			

UNIT RESPONSIBILITY

UNIT RESPONSIBILITY

Step 2: Relative Value

Fig. 32

DIVISION 4, DEPARTMENT 1 RESPONSIBILITY				
	Dlv 1 2.7 pts	Dlv 3 .6 pts	Dlv 4 4.6 pts	Total 7.9 pts
Unit 1	1	1		
Unit 2		1	3	
Unit 3	3	1	3	
Unit 4		1	1	
Unit n	2	1		
Share Value	.45	.12	.67	
UNIT RESPONSIBILITY				

Step 3: Total Value
Fig. 33

DIVISION 4, DEPARTMENT 1 RESPONSIBILITY					
	Div 1 2.7 pts	Div 3 .6 pts	Div 4 4.6 pts	Total 7.9 pts	
Unit 1	.45	.12		.57	
Unit 2		.12	1.93	2.05	
Unit 3	1.35	.12	2.0	3.47	
Unit 4		.12	.67	.79	
Unit n	.9	.12		1.02	
Total	2.7	.6	4.6	7.9	

U N I T R E S P O N S I B I L I T Y

UNIT RESPONSIBILITY

Step 1: Inter-relationships

Fig. 34

DELIVERABLE ELEMENT						
	Div 1 22.5 pts	Div 2 15.6 pts	Div 3 11.1 pts	Div 4 28.1 pts	Div n 22.7 pts	TOTAL 100 pts
PROJECT	X	X		X	X	
PROCESS	X		X	X	X	

P
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P
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S

MAP

PROJECT/PROCESS
MAPPING

Step 3: Total Value

Fig. 36

DELIVERABLE ELEMENT						
PROJECT	Div 1 22.5 pts	Div 2 15.6 pts	Div 3 11.1 pts	Div 4 28.1 pts	Div n 22.7 pts	TOTAL 100 pts
	5.6	10.4		7.0	9.0	32.0
PROCESS	16.9	5.2	11.1	21.1	13.7	68.0
Total Value	22.5	15.6	11.1	28.1	22.7	100

PROJECT/PROCESS
MAPPING

P
R
O
J
E
C
T

P
R
O
C
E
S
S

MAP

Step 1: Inter-relationships

Fig. 37

DELIVERABLE ELEMENT						
	Div 1 22.5 pts	Div 2 15.6 pts	Div 3 11.1 pts	Div 4 28.1 pts	Div n 22.7 pts	TOTAL 100 pts
PROJECT 1		X			X	
PROJECT 2	X			X	X	
PROJECT 3		X		X		
PROJECT 4	X					
PROJECT n	X			X	X	
PROJECT TOTAL	25% 5.6 pts	67% 10.4 pts	0% 0 pts	31% 7.0 pts	40% 9.0 pts	32% 32.0 pts

PROJECTS

Step 2: Relative Value

Fig. 38

DELIVERABLE ELEMENT						
	Div 1 22.5 pts	Div 2 15.6 pts	Div 3 11.1 pts	Div 4 28.1 pts	Div n 22.7 pts	TOTAL 100 pts
PROJECT 1		1			3	
PROJECT 2	3			2	3	
PROJECT 3		2		2		
PROJECT 4	1					
PROJECT n	2			1	2	
PROJECT TOTAL	25% 5.6 pts	67% 10.4 pts	0% 0 pts	31% 7.0 pts	40% 9.0 pts	32% 32.0 pts
Share Value	.9	3.5	0	1.4	1.1	

P R O J E C T M A P

PROJECTS

Step 3: Total Value

Fig. 39

DELIVERABLE ELEMENT						
	Dlv 1 22.5 pts	Dlv 2 15.6 pts	Dlv 3 11.1 pts	Dlv 4 28.1 pts	Dlv n 22.7 pts	TOTAL 100 pts
PROJECT 1		3.5			3.3	6.8 pts
PROJECT 2	2.9			2.8	3.3	9.0 pts
PROJECT 3		6.9		2.8		9.7 pts
PROJECT 4	.9					.9 pts
PROJECT n	1.8			1.4	2.4	5.6 pts
PROJECT TOTAL	25% 5.6 pts	67% 10.4 pts	0% 0 pts	31% 7.0 pts	40% 9.0 pts	32% 32.0 pts

P R O J E C T M A P

PROJECTS

Step 1: Inter-relationships

Fig. 40

DELIVERABLE ELEMENT						
	Div 1 22.5 pts	Div 2 15.6 pts	Div 3 11.1 pts	Div 4 28.1 pts	Div n 22.7 pts	TOTAL 100 pts
PROCESS 1		X	X		X	
PROCESS 2	X			X	X	
PROCESS 3		X		X		
PROCESS 4	X		X			
PROCESS n	X			X	X	
PROJECT TOTAL	75% 16.9 pts	33% 5.2 pts	100% 11.1 pts	75% 21.1 pts	50% 13.7 pts	68% 68 pts

PROCESSES

P R O C E S S M A P

Step 2: Relative Value

Fig. 41

DELIVERABLE ELEMENT						
	Div 1 22.5 pts	Div 2 15.6 pts	Div 3 11.1 pts	Div 4 28.1 pts	Div n 22.7 pts	TOTAL 100 pts
PROCESS 1		2	1		1	
PROCESS 2	1			1	1	
PROCESS 3		3		2		
PROCESS 4	3		3			
PROCESS n	1			2	2	
PROJECT TOTAL	75% 16.9 pts	33% 5.2 pts	100% 11.1 pts	75% 21.1 pts	50% 13.7 pts	68% 68 pts
Share Value	3.4	1.0	2.8	4.2	3.4	

P R O C E S S M A P

PROCESSES

Step 3: Total Value

Fig. 42

DELIVERABLE ELEMENT						
	Div 1 22.5 pts	Div 2 15.6 pts	Div 3 11.1 pts	Div 4 28.1 pts	Div n 22.7 pts	TOTAL 100 pts
PROCESS 1		2.1	2.8		3.4	8.3 pts
PROCESS 2	3.4			4.3	3.4	11.1 pts
PROCESS 3		3.1		8.4		11.5 pts
PROCESS 4	10.1		8.3			18.4 pts
PROCESS n	3.4			8.4	6.9	18.7 pts
PROJECT TOTAL	75% 16.9 pts	33% 5.2 pts	100% 11.1 pts	75% 21.1 pts	50% 13.7 pts	68% 68 pts

PROCESSES

DELIVERABLE ELEMENT						
	Div 1 [w/metrics]	Div 2 [w/metrics]	Div 3 [w/metrics]	Div 4 [w/metrics]	Div n [w/metrics]	Total
Skill 1	2.5 FTE	20.5 FTE		18.0 FTE		41.0 FTE
Skill 2		8.5 FTE		26.0 FTE	5.5 FTE	40.0 FTE
Skill 3	25.0 FTE		10.0 FTE		15 FTE	50.0 FTE
Skill 4		9.0 FTE	4.5 FTE	33.5 FTE		47.0 FTE
Skill n	12.5 FTE		19.5 FTE		20.5 FTE	52.5 FTE
Total	40.0 FTE	38.0 FTE	34.0 FTE	77.5 FTE	41.0 FTE	230.5 FTE

S K I L L S R E Q U I R E D

Fig. 43

SKILLS REQUIRED

DIVISION 4, DEPT. 1, UNIT 3 RESPONSIBILITY					OTHER UNITS	
	Div 1 4.85 pts	Div 3 .4576 pts	Div 4 4.26 pts	TOTAL 9.52 pts	Dept FTE	Total FTE
Employee #1	.15 ROLE 1	.1 ROLE 2	.35 ROLE 3		.6	.8
Employee #2		.15	.65		.8	.8
Employee #3	.35	.2			.55	.8
Employee #4	.15	.5	.05		.7	.8
Employee #5	.1	.15	.4		.65	.8
Total FTE	.75	1.1	1.45		3.3	4.0

E M P L O Y E E R E S P O N S I B I L I T Y

Employee values shown as FTE's

Fig. 44

Final Roles for employee #1 in Division 4, Department 1, Unit
3. This employee is responsible for performing 5 roles:

	Role 1	Role 2	Role 3	Role 4	Role 5	Totals
Deliverable	1	3	4	2	n	
Points for deliverable	22.5	11.1	28.1	15.6	22.7	
Points for 1 FTE	.56	.33	.36	.41	.55	
Role's FTE requirement	.15	.1	.35	.1	.1	.8
Points for Role	.08	.03	.13	.06	.04	.34
Skills required	1,3,n	3,4,n	1,2,4	1,3,n	1,2,4	1,2,3,4,n

Fig. 45

Fig. 46

